

***Increasing the future capacity
of higher education in Washington***

Presentation to the
House Higher Education Committee

January 30, 2009

by Ann Daley,
Executive Director
Higher Education Coordinating Board

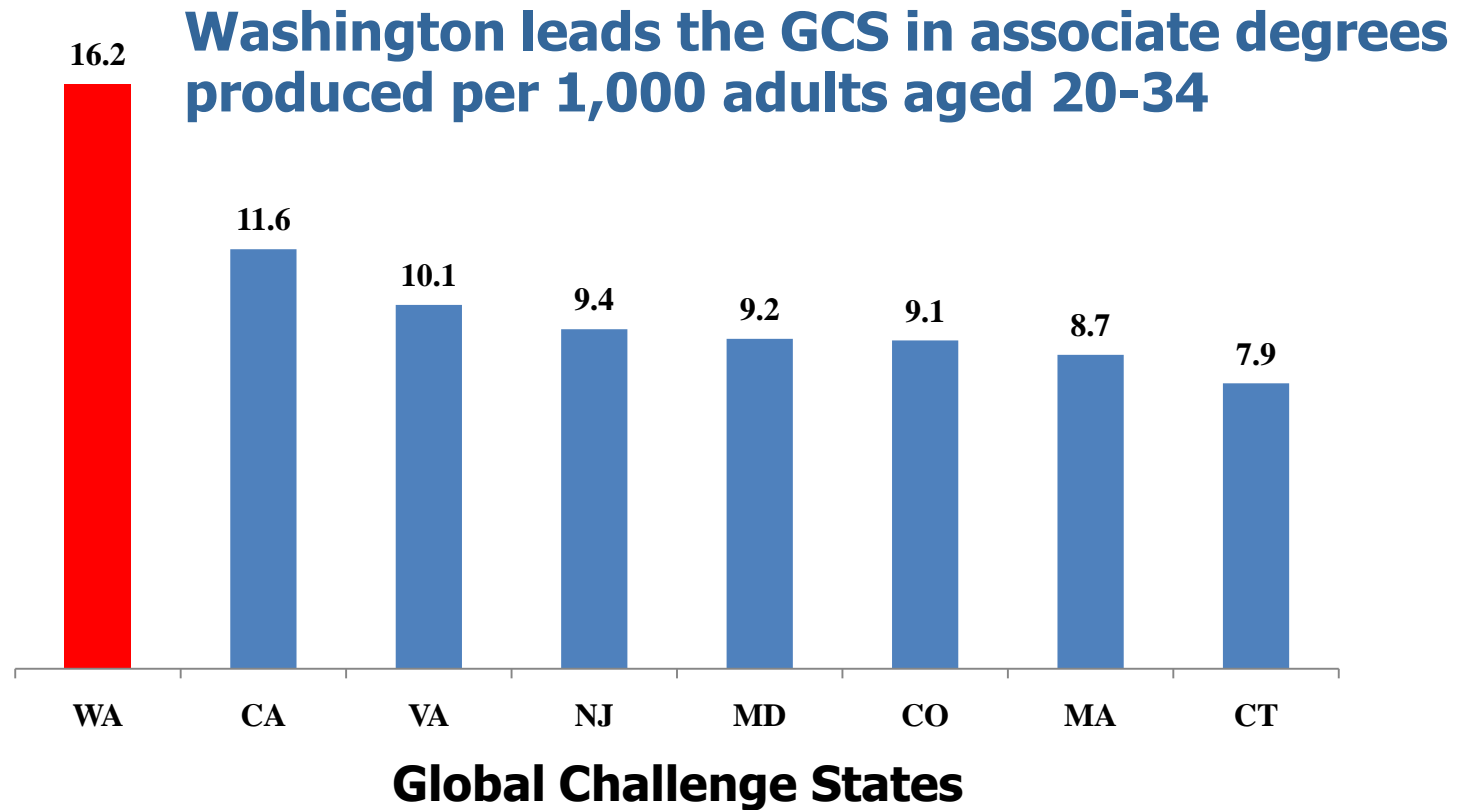
Purpose of Presentation

- To explain the need for a new HECB initiative to re-examine the **structure and alignment** of our higher education system.
- To explain how higher education resources should be organized **as a system** to accomplish master plan goals.
- To present a **collaborative study** endorsed by the state's public and independent institutions of higher education.
- To put forward an outline of the study **just now** being undertaken. Details are being determined.

Presentation outline

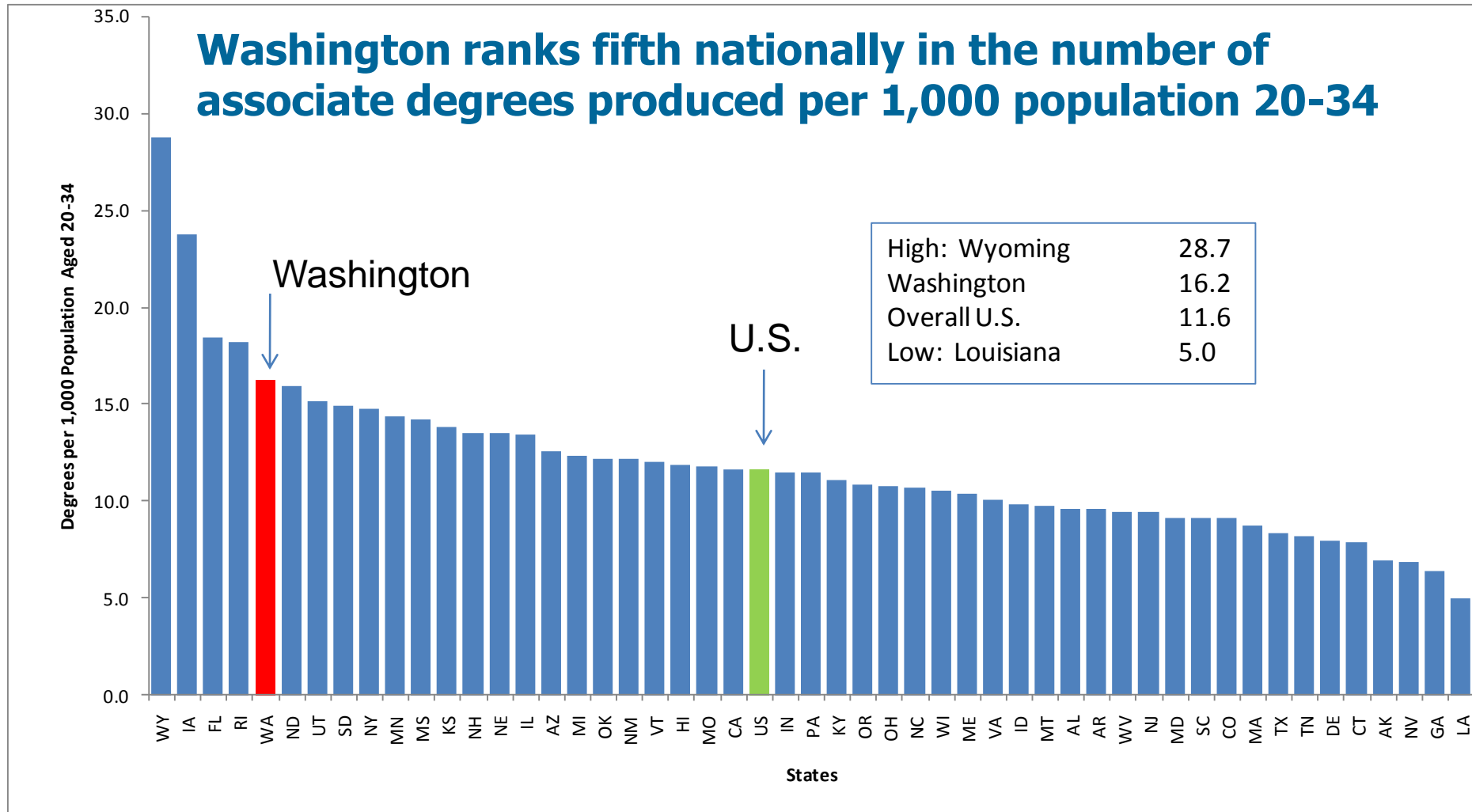
- I. Documentation of the **gaps we face** in degree production and participation. The challenge of **changing demographics**.
- II. How our state developed its current mix of higher education institutions, facilities and programs and **what this model tells us**.
- III. A new planning concept: **Expand on Demand**, will help guide the implementation of the Strategic Master Plan.
- IV. How we intend to conduct the study, who will help us, and **what results we hope to accomplish**.

Opportunities for change



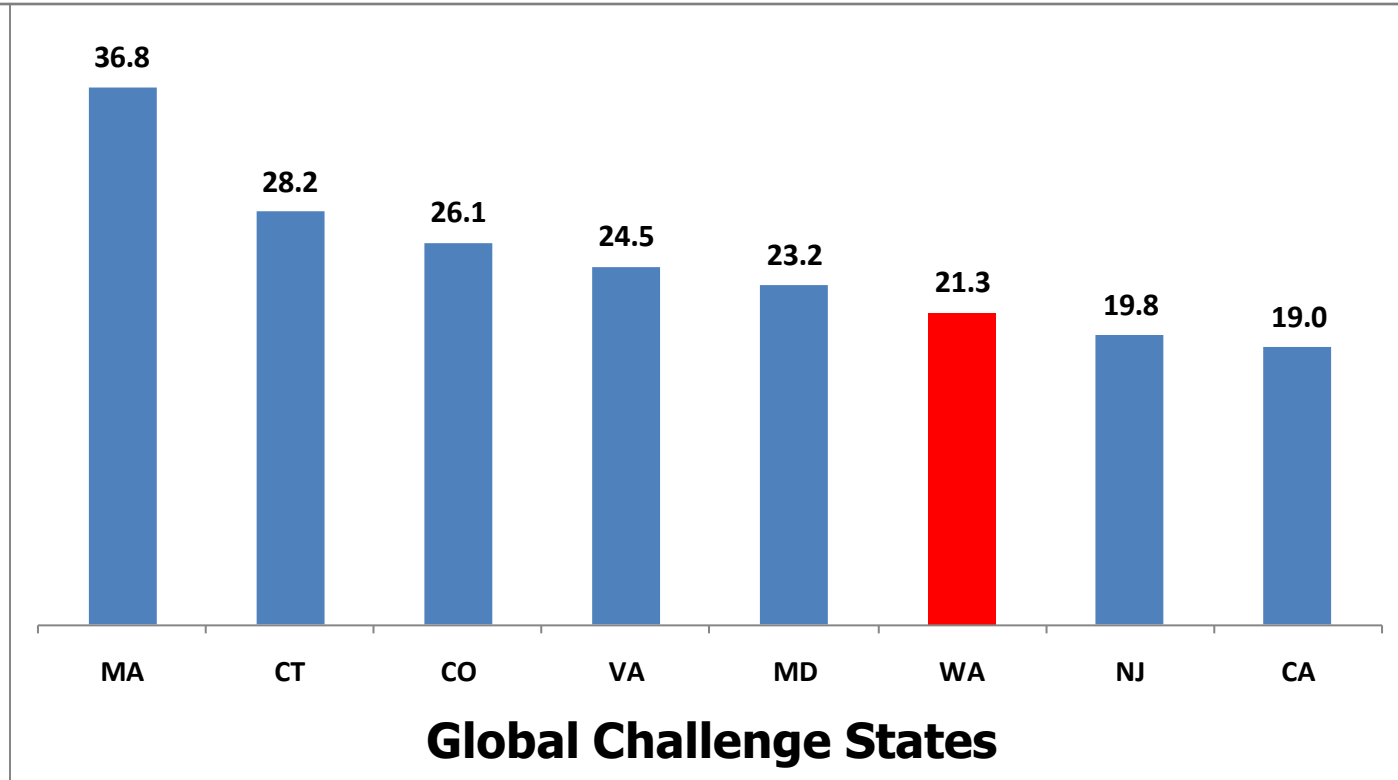
Source: Center for Education Statistics, Digest of Education Statistics 2007; U.S. Census Bureau.

Opportunities for change



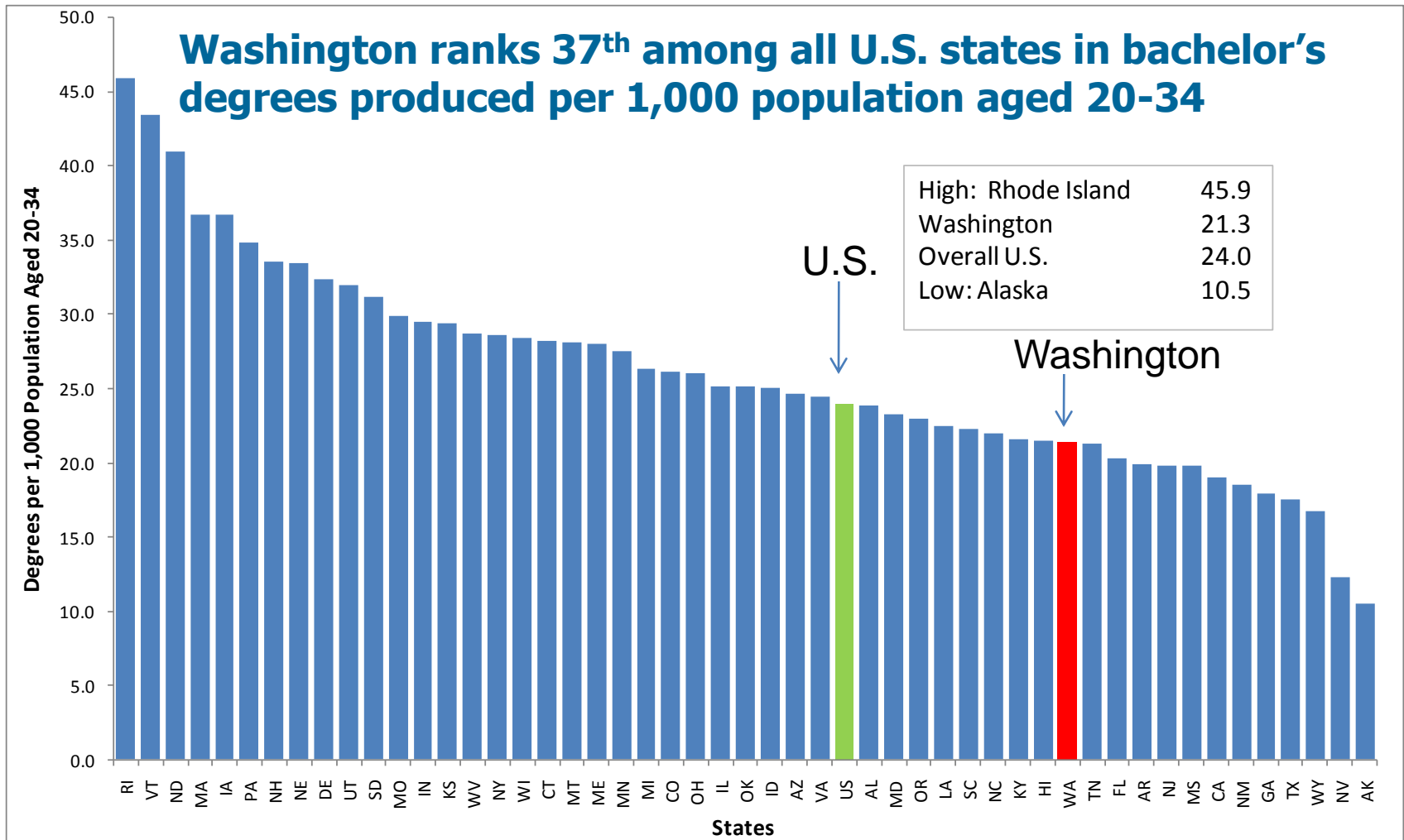
Source: Center for Education Statistics, Digest of Education Statistics 2007; U.S. Census Bureau.

Washington is near the bottom of the GCS in bachelor's degrees produced per 1,000 population aged 20-34



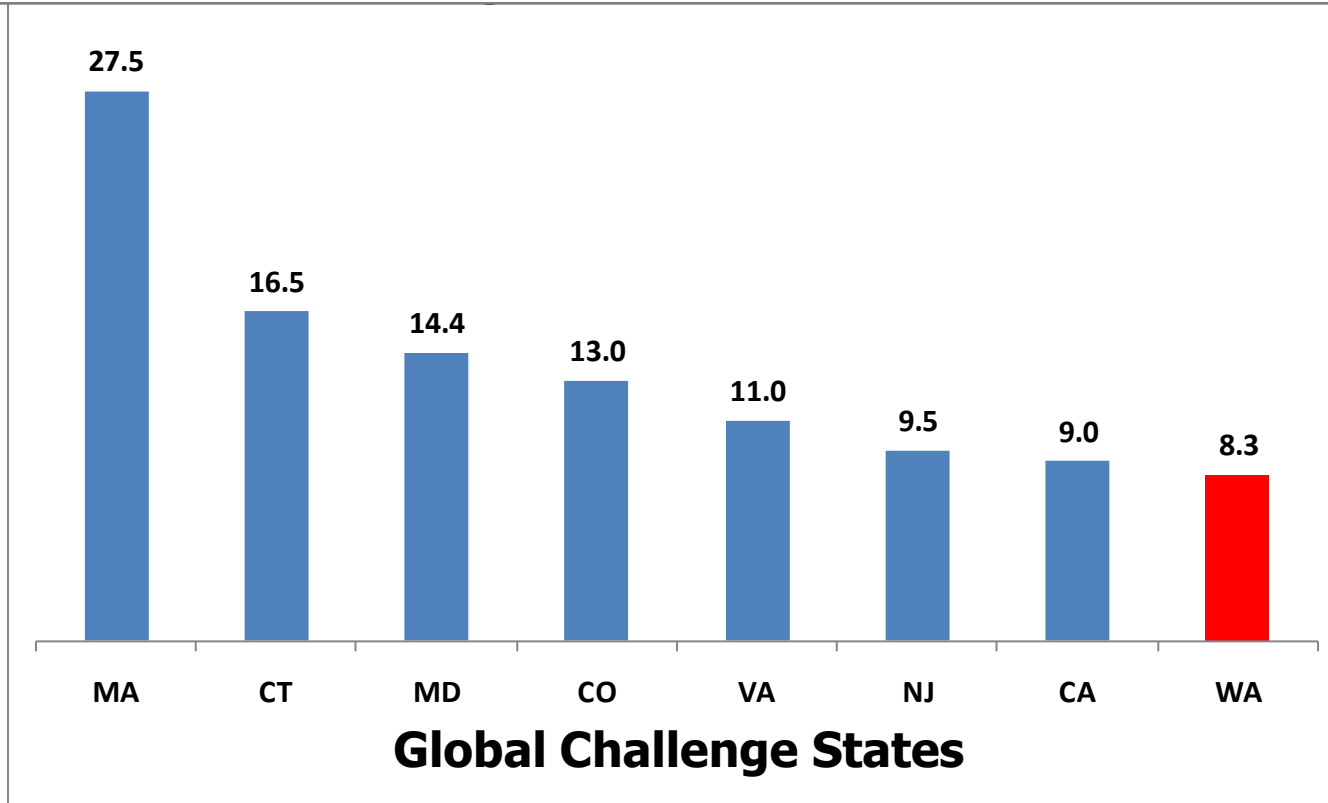
Source: Center for Education Statistics, Digest of Education Statistics 2007; U.S. Census Bureau.

Opportunities for change



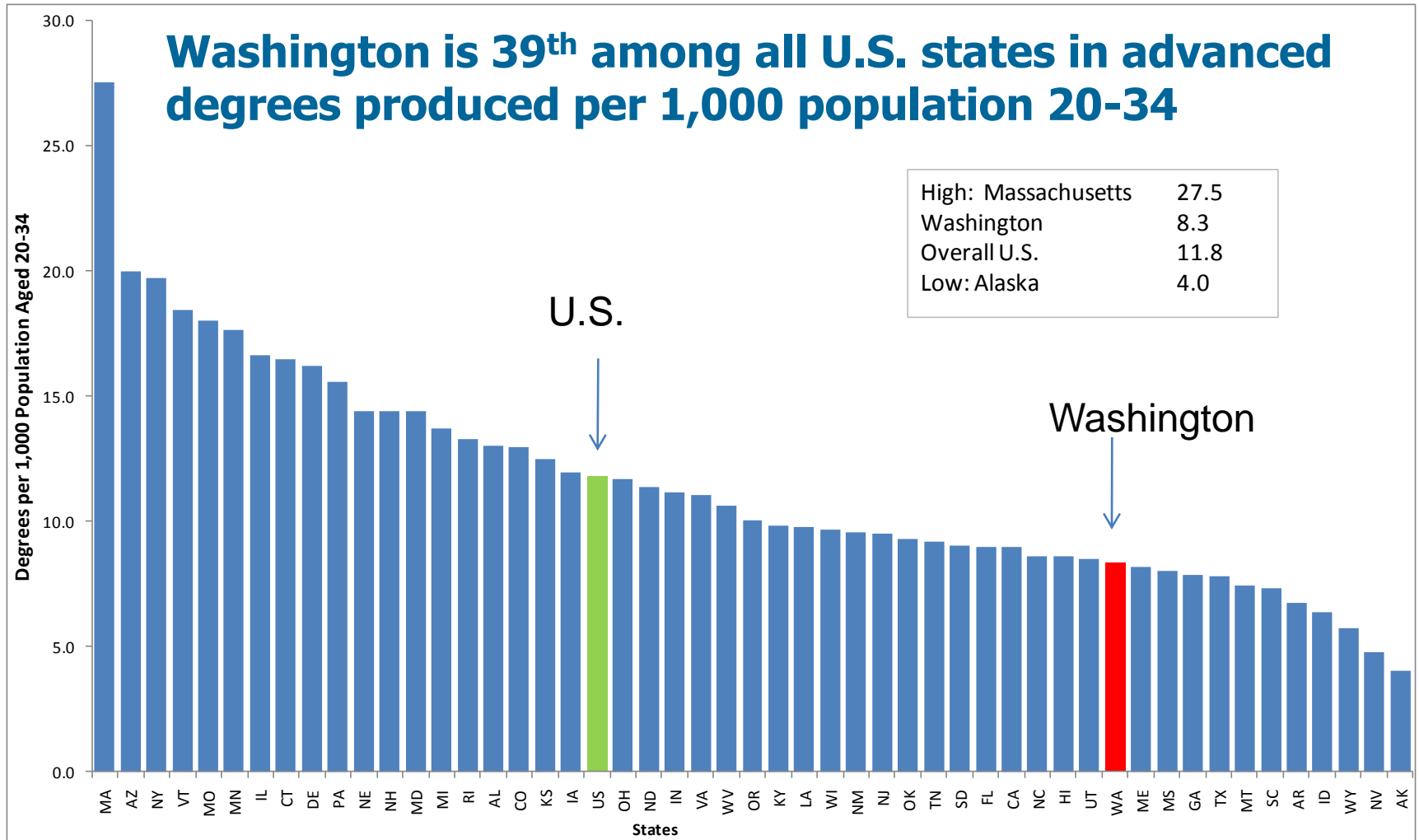
Source: Center for Education Statistics, Digest of Education Statistics 2007; U.S. Census Bureau.

Washington is last among the GCS in advanced degrees produced per 1,000 population aged 20-34



Source: Center for Education Statistics, Digest of Education Statistics 2007; U.S. Census Bureau.

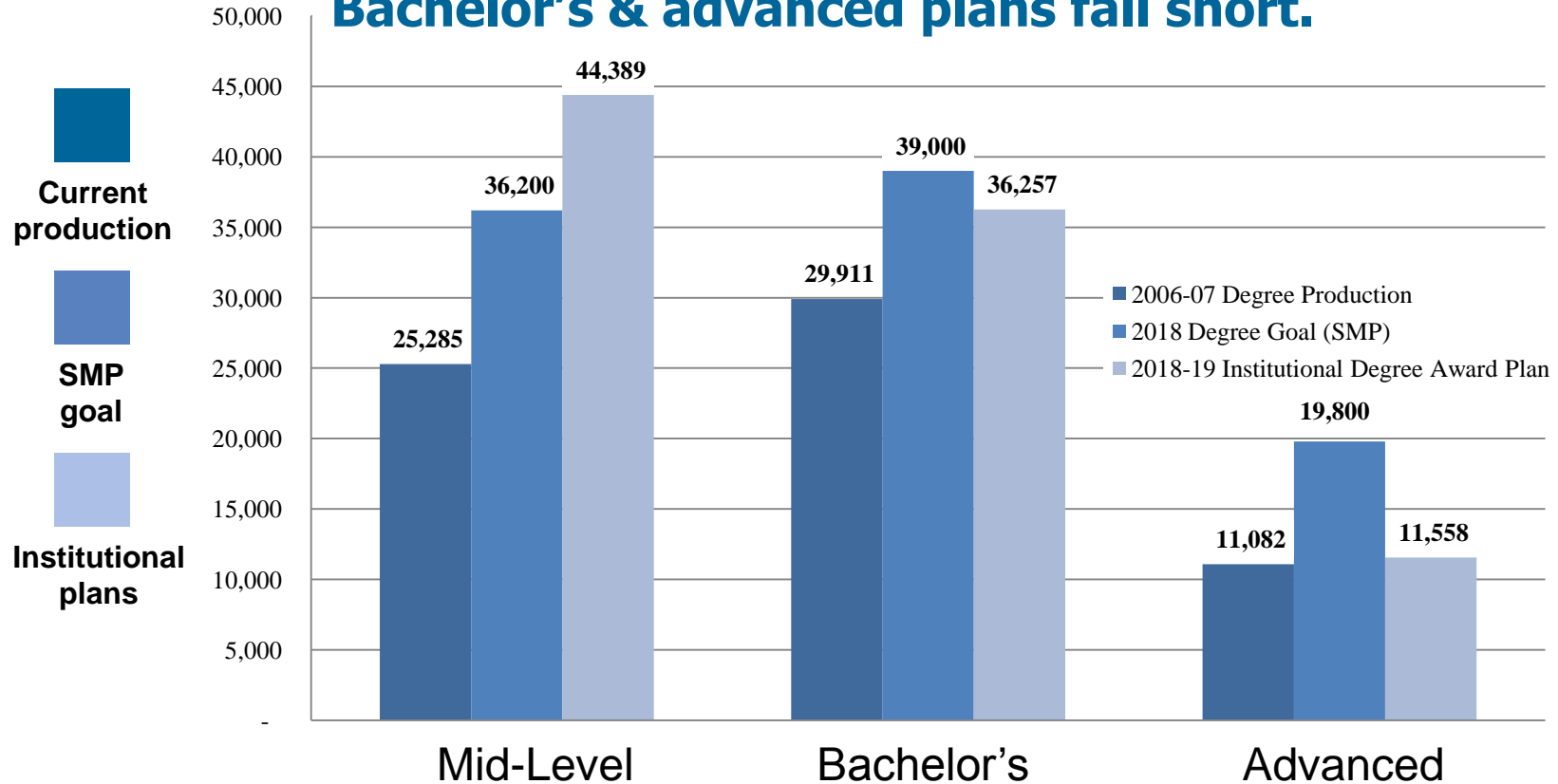
Opportunities for change



Source: Center for Education Statistics, Digest of Education Statistics 2007; U.S. Census Bureau.

Opportunities for change

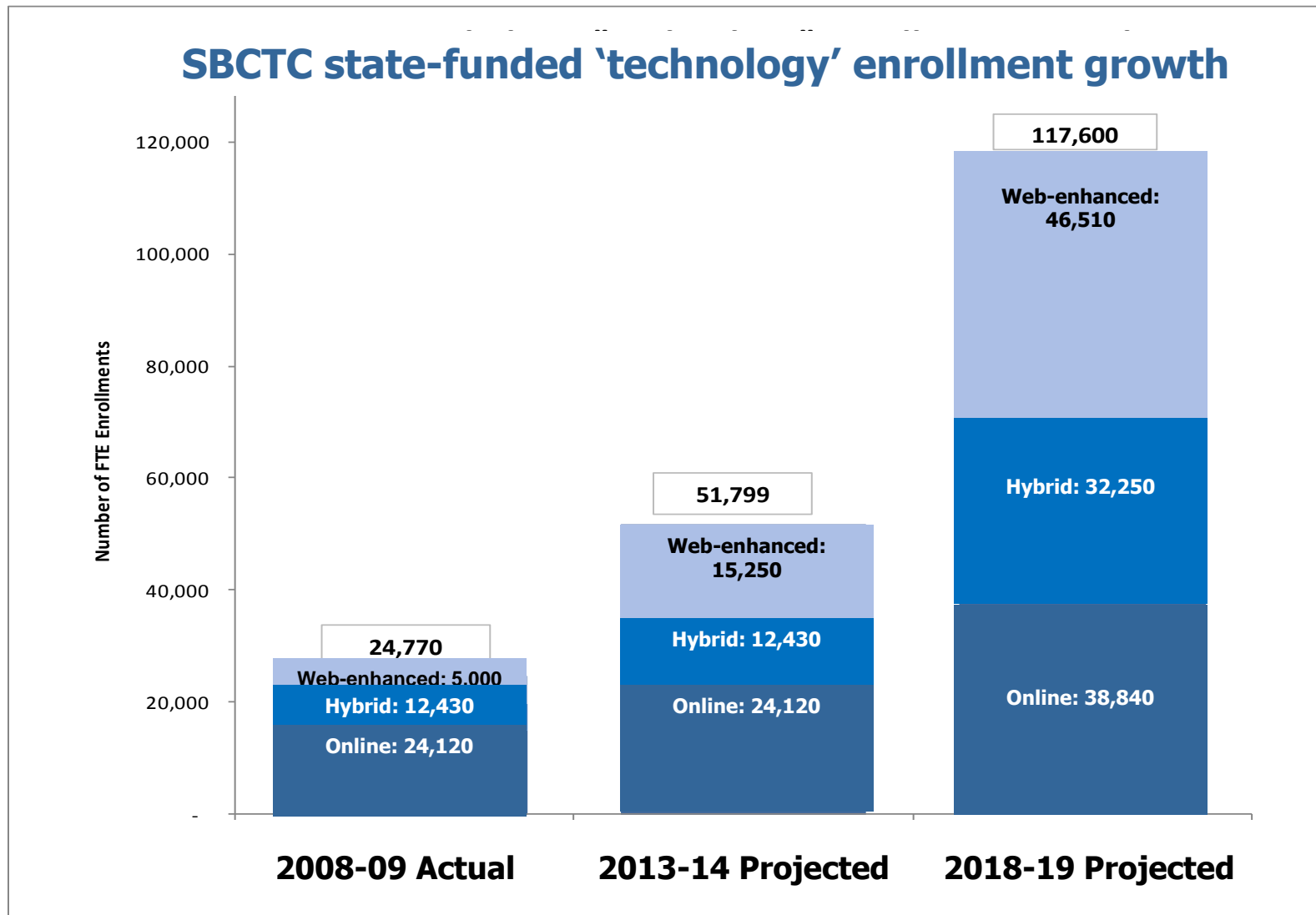
**Mid-level degree plans exceed SMP goals.*
Bachelor's & advanced plans fall short.**



Sources:
Mid Level Awards: SBCTC Academic Year Report (2006-07)
Bachelor's and Graduate Level Awards: IPEDS
Degree Goals: 2008 Strategic Master Plan
Institutional Degree Award Plans: 2008 Enrollment Capacity Study, HECB, 2008

*Assumes full funding of institutional growth plans for five biennia

Opportunities for change



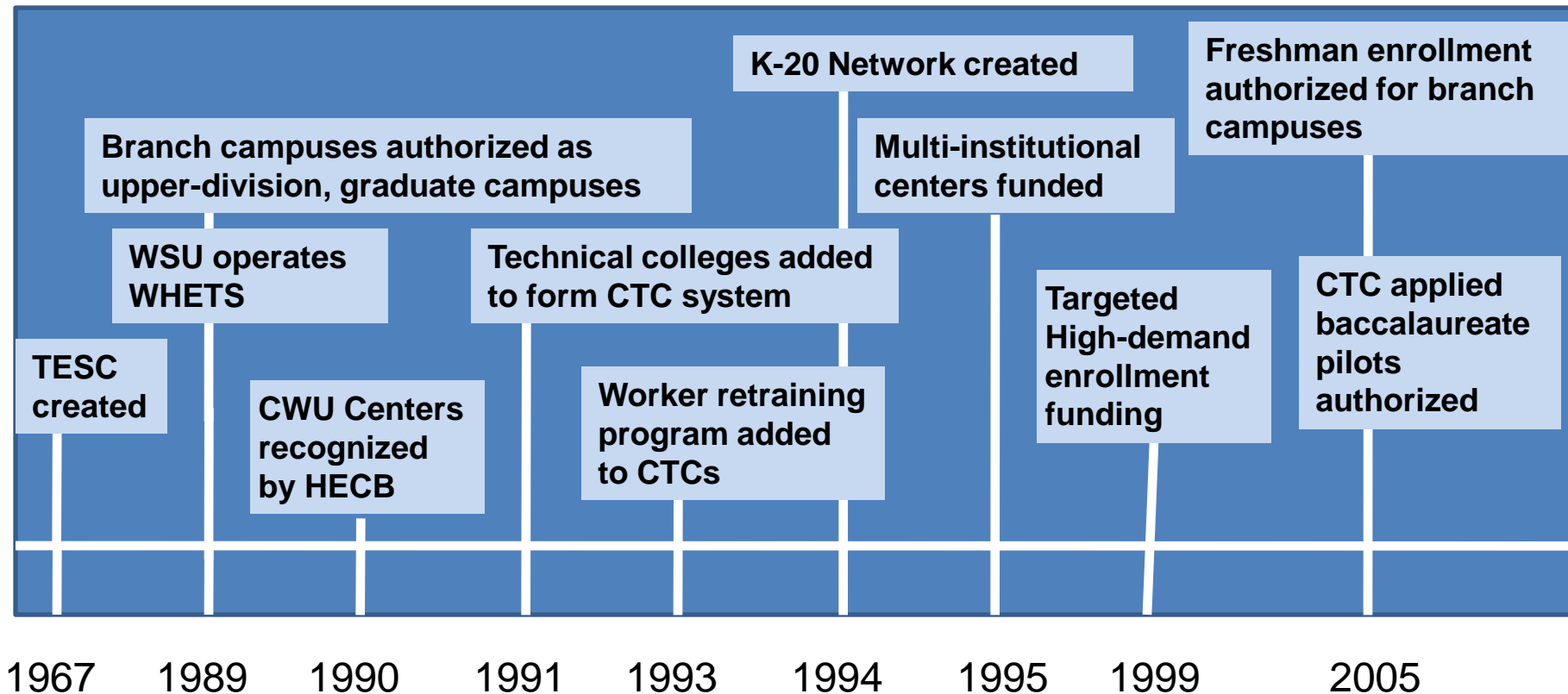
Source: SBCTC 10-Year Enrollment Plan, 2008

Demographic challenges

- I. White students account for more than 76 percent of the enrollment in the state's public higher education institutions . . . **but this is changing.**
- II. By 2030, more than **37 percent of our K-12 population** will be people of color or students from low-income families who are under-represented in higher education.
- III. There are low levels of education among our state's adult **working-age population.**
 - About **one out of every four** young adults age 18 to 24 has no high school diploma.
 - More than **34 percent** of Washington residents age 18 to 64 have only a high school diploma.

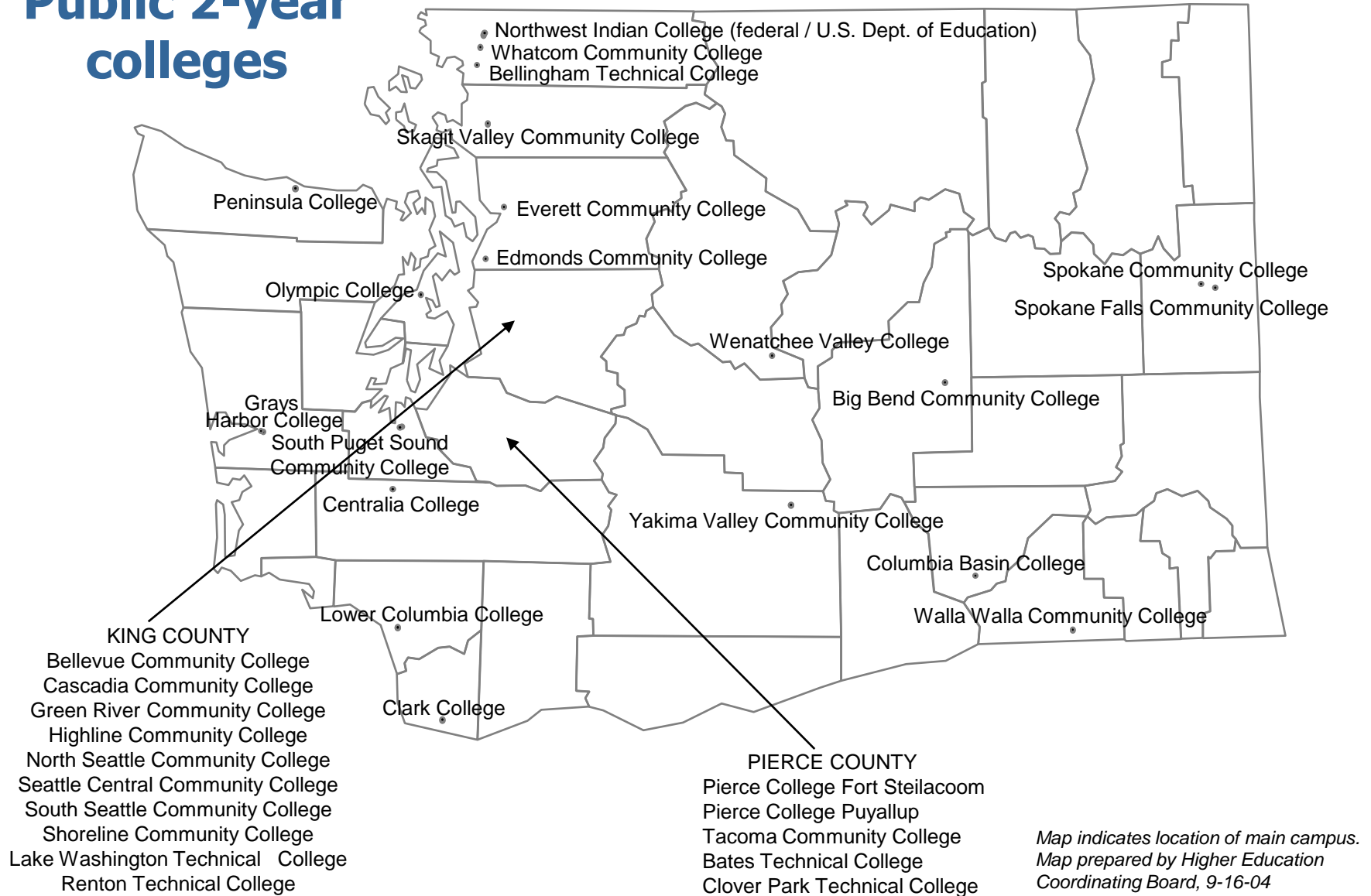
Opportunities for change

Different approaches have been taken over time to meet the state's continually evolving higher education needs

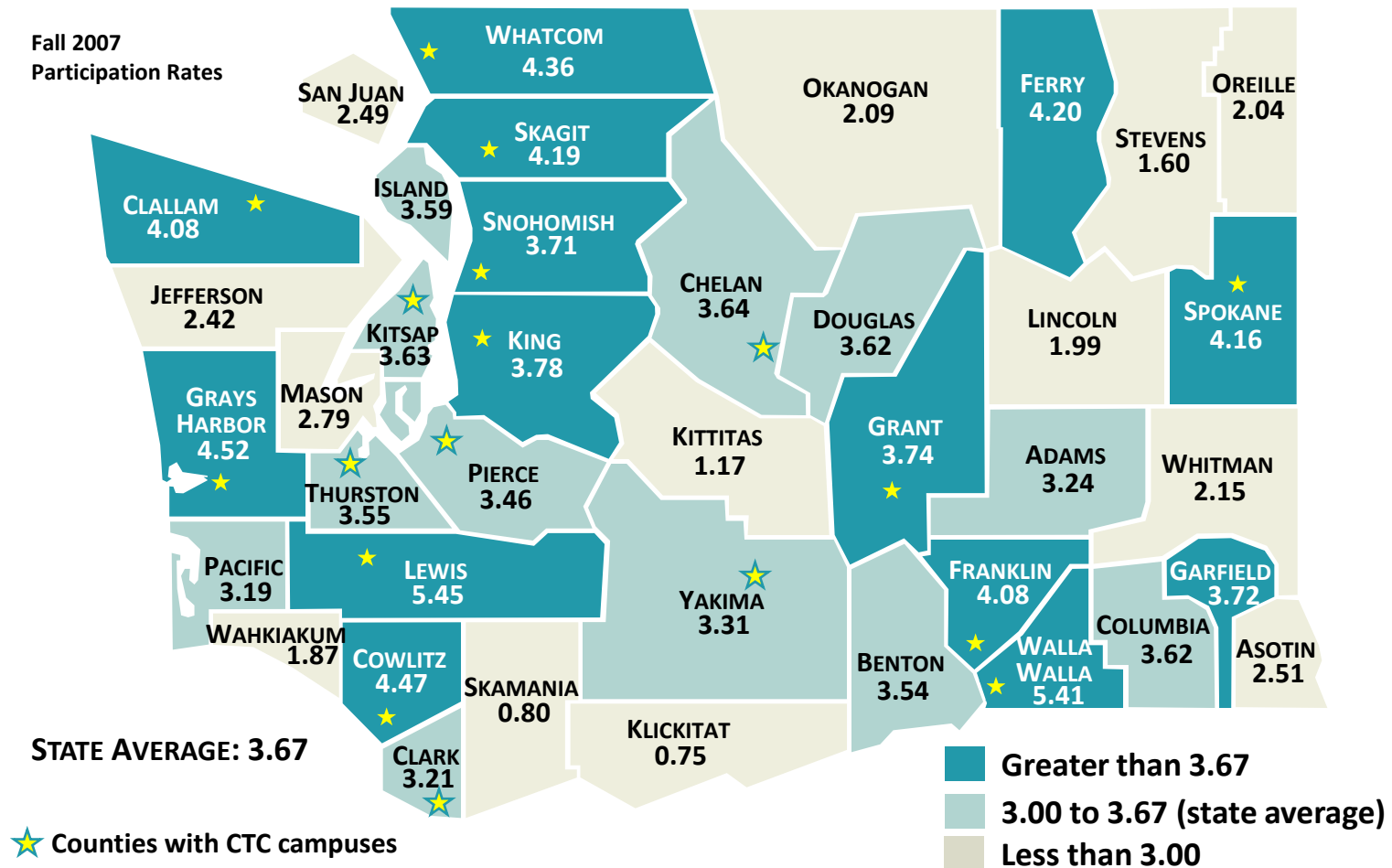


Source: HECB, 2009

Public 2-year colleges



CTC participation rates are strongly related to the proximity of a campus



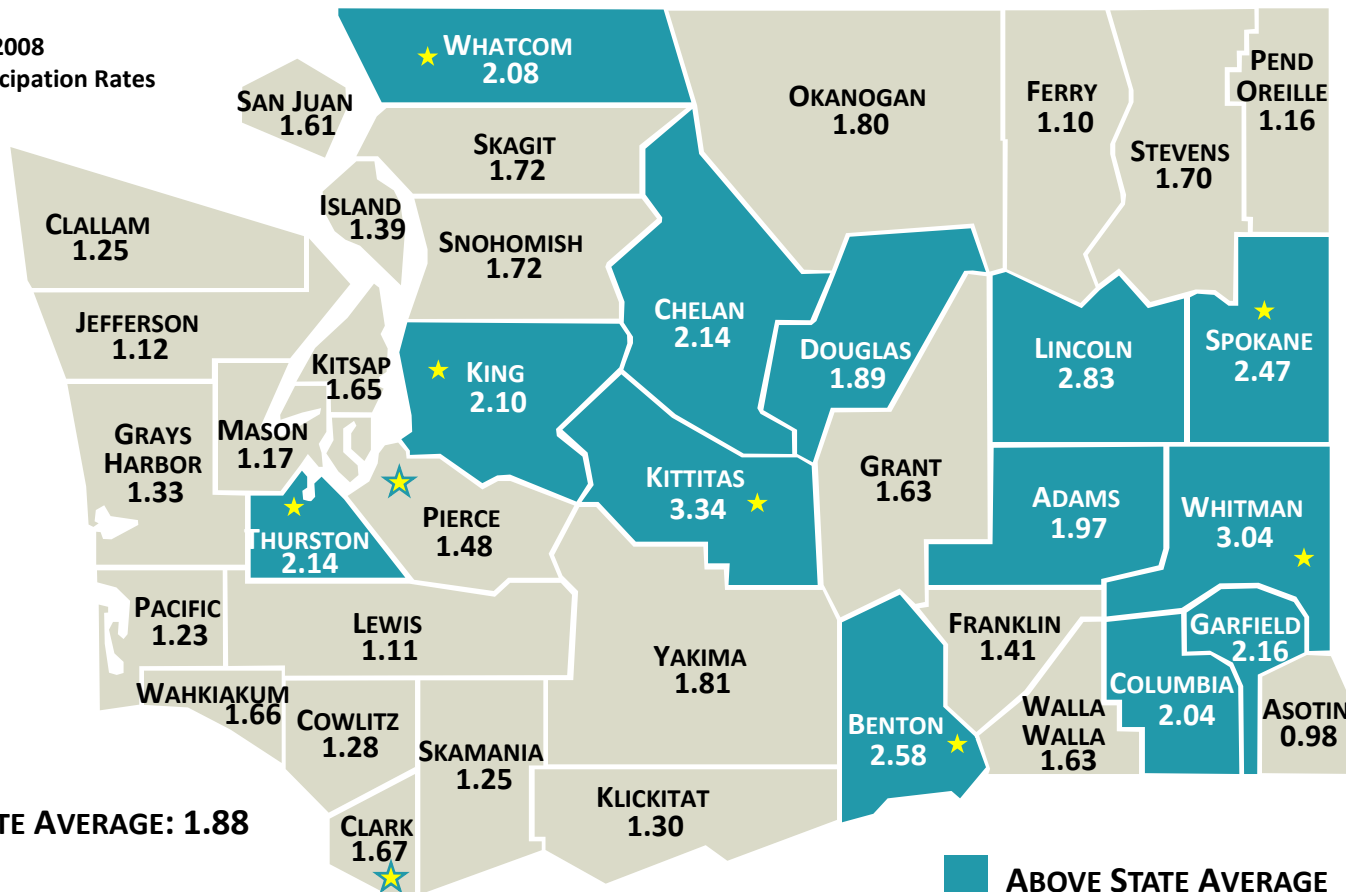
Sources: SBCTC Management Information System (MIS) Reports, OFM County Population Estimates.

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Public 4-year participation rates are influenced by proximity to an institution

Fall 2008
Participation Rates



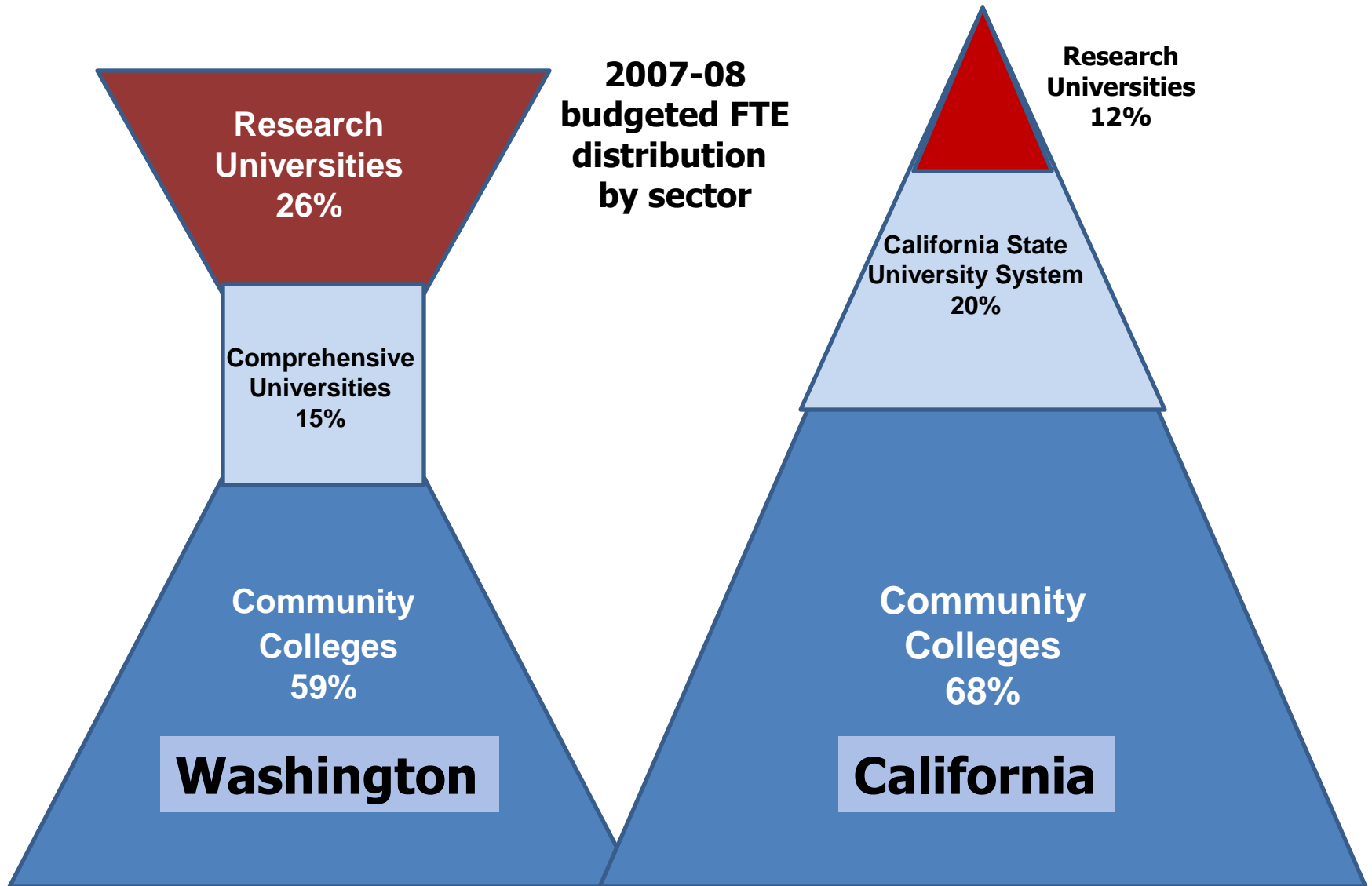
STATE AVERAGE: 1.88

★ Counties with 4-year campuses or branches

TEAL: ABOVE STATE AVERAGE
TAN: BELOW STATE AVERAGE

Sources: OFM Higher Education Enrollment Reports (HEER), OFM County Population Estimates.

Washington's research universities teach a disproportional amount of the state's undergraduates when compared to California



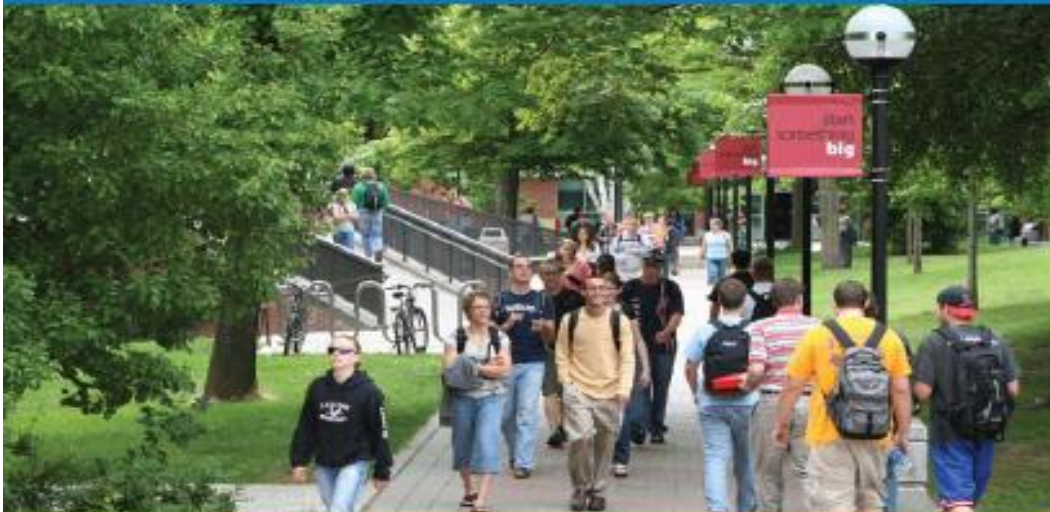
Opportunities for change

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Opportunities for Change:



Implementing the 2008 Strategic Master Plan for Higher Education



2008

A new concept for higher education planning

Expand on Demand

- Past higher planning has focused on building capacity to meet an ever-growing demand.
- Demographic changes in the state's population suggest this approach will not work in the future.

The 'gap' in higher education no longer is as much about building new buildings to accommodate ever-growing enrollments as it is about building future enrollments.

A new concept for higher education planning

Expand on Demand

The most important challenge we face is preparing the rapidly growing population of under-represented students to enroll and succeed in higher education.

- Future planning for higher education capacity should be based on actual increases in demand instead of projections of future demand.
- Current resources targeted to modernization and modest growth, particularly to expand enrollment at the branch campuses.

HECB responsibilities

Under policies adopted in 2005 the Board approves the creation of higher education centers and consortia.

- The Board's policy recognizes that new instructional facilities (sites) may develop in various ways and may evolve over time.
- Off-campus teaching facilities are classified as a teaching site, a center, or a "system campus."
- Based on this policy in 2006 the Board recognized:
 - 11 "System Campuses"
 - 10 "Centers"
 - 39 "Teaching Sites"

Opportunities for change

Current pathways in AZ, WA, & TX to respond to growing student demand

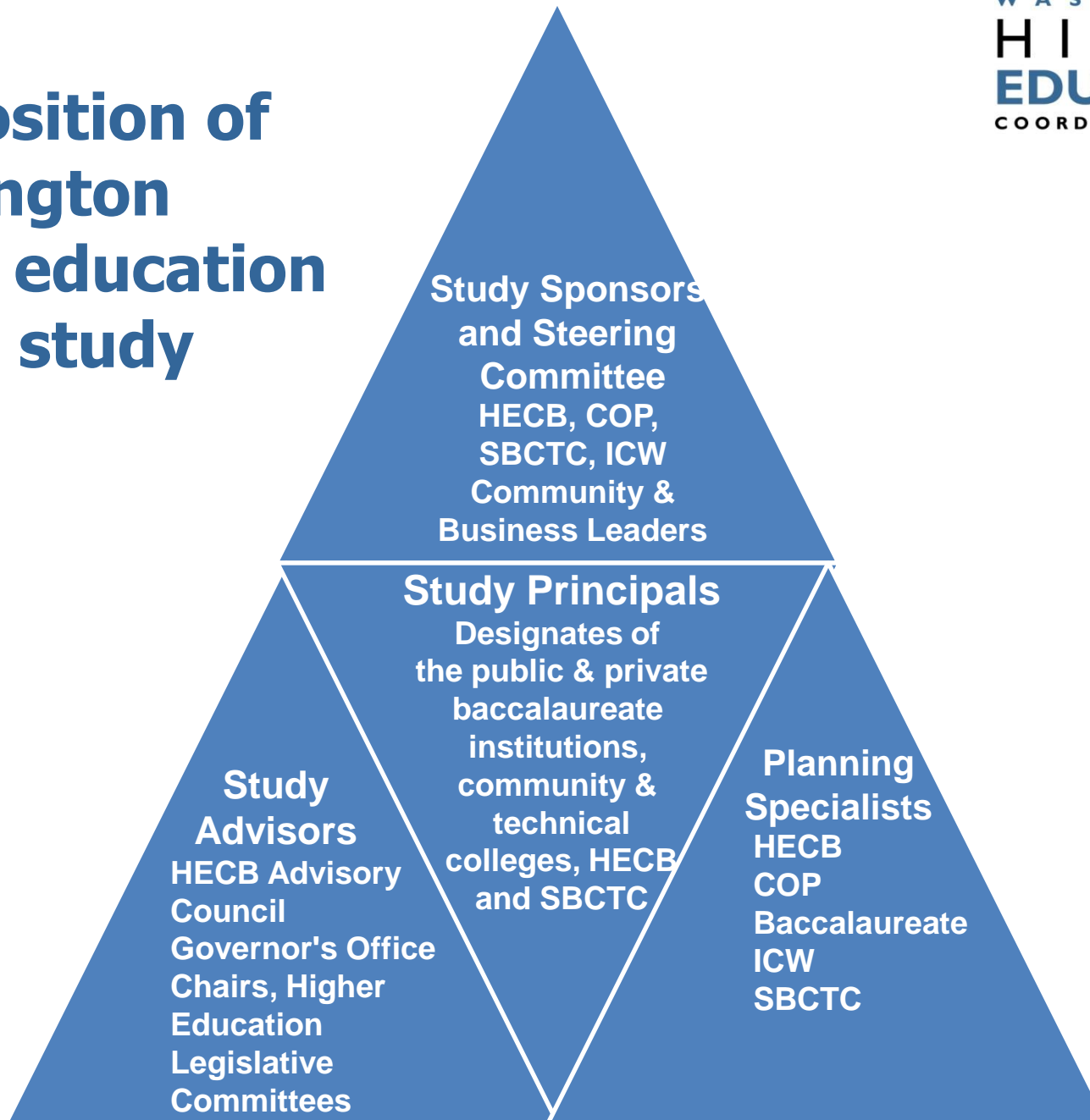
	Washington (current policy)	Arizona - NAU "Expand on Demand"	Texas - Supply/Demand Pathway (Rule 5.78)
Teaching Site	150 FTE or Less 1-3 Programs	Up to 300 students Leased space and part-time faculty	"Test the market" Discontinue if enrollments don't materialize
Center	150 – 1500 FTE Two or more programs May be multi-institutional	Up to 3000 students Dedicated space on CC campus and dedicated faculty	Increased demand Board designated May be multi-institutional
"System Campus"	May first operate as a site or center Legislature must authorize	More comprehensive role and mission President and separate administrative structures	Operates first as a center Enrollment of 3,500 Requires legislative action

Expected results

A *system* of higher education that:

- Is designed to **meet higher education's master plan attainment goals** in the context of changing state demographics.
- Will be based on **unified policies** to guide system growth and change.
- Optimizes the value and efficiency of system resources through **clear role and mission differentiation** of sectors and institutions.
- Provides policy-makers with a **rational framework** to prioritize and plan system change, and allocate resources.

Composition of Washington higher education design study



Washington Higher Education System Design Study Preliminary General Schedule

Study Phase	<u>Key Activities</u>	<u>Responsibility</u>	<u>Milestones</u>	<u>Status</u>
Study Authorization	Define and propose study	HECB Executive Director	October 2008	Completed
	Secure support from public & independent institutions.	HECB Executive Director	October 2008	Completed
	Approve study as part of the SMP Implementation Plan.	HECB	Oct./Nov. 2008	Completed
Study Organization	Prepare organizational study scope, structure and schedule.	HECB Executive Director	January 2009	Completed
	Invite study Principals, Planning Specialists, and Study Advisors.	HECB Executive Director	January 2009	
Study Implementation	Convene study principals to review study scope and preliminary work plan	HECB Executive Director	February 2009	
	Refine study scope and schedule.	Steering Committee,	March 2009	
	Specify tasks of the planning specialists.	Study principals	March 2009	
	Undertake study.	Study principals	March-October 2009	
	Report preliminary findings and recommendations to HECB.	All participants	October 2009	
	Adopt recommendations	Steering committee, Study principals	November 2009	
		HECB		

Conclusions

- Our state's investment in higher education can be an **enduring stimulus** for our state's future economy and well being.
- Washington State policy-makers **have responded responsibly and consistently** over the past decades to meet changing and emerging postsecondary needs.
- We now need to re-examine how our existing and planned higher education resources can be best organized into a ***system of higher education***.

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Comments about the master plan?

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